From: Dave Doran-Marshall

To: Microsoft ATR

Date: 1/22/02 10:45am

Subject: Microsoft Settlement

Without going into a multipage document about Microsoft, I will try to sum up by ideas quickly, as you all must have lots to read already.

?MS is a company that has used business practices in the past which are illegal, or at the very least strongarm tactics.

? Much of MS's success is derived from it's constant ability to twist and stretch the rules to its own good. MS is a machine, based on marketshare and \$\$.

? Companies which are innovative have been shut out by MS, either by buying them or changing their own products to render the innovative ones obsolete, inoperable, or out of the public's mind.

?Most MS products work, but not very well. The entire IT industry is based on the inability of windows and other MS products to work well with others. Look at systems like Linux or the Mac. Mac marketshare is 5% or so, but the IT industry supporting macs is 1/10 that which supports MS products (ie 10 techs to support every 100 Windows Machines, 1 tech to support every 100 Macs)

The inherently flawed systems produce a cyclical motion of buy MS product, get someone to fix it, buy something else, get someone else to fix it. Reminds me of social communes in which factories built cars, that there was no market for, then got paid to take them apart, then reassemble once more...

?Microsoft creates the idea in people's minds that there's nothing else out there. In this way, people don't argue to buggy software, or pricey upgrades. They have been sold long before the purchase is made.

? Recently Apple introduced OS X (pronounced Ten). Several months later, MS introduced Windows XP. This is a small infraction that simply adds to the long list of white lies and "thanks we'll borrow this for a sec" day to day actions from MS.

If you bought a washing machine, would you not expect it to work for years before having someone come out to service it? Why are personal computers different?